



VISION 2020 FISCAL RESOURCES TASK GROUP  
Meeting Minutes 7:30 PM 5/17/18

Senior Center First Floor Conference Room

ATTENDEES: Gordon Jamieson (Co-Chair), David Garbarino, Heather Remoff, Brian Hasbrouck, Larry Slotnick, Pete Howard (Secretary),

TOWN MEETING: Gordon led a review of Town Meeting. There was a brief discussion of the change in our name from Vision 2020 to Envision Arlington. Pete expressed his opinion that it would have been simpler to change 2020 to 2050. The Standing Committee, however, wants to make bigger changes starting with calling the "goals", "visions". He had expressed these opinions at the Standing Committee the day before, to no effect.

FINANCIAL INTERVIEWS: Next year we will invite the new financial leaders to discuss their jobs with us. This includes the School CFO and the Comptroller.

LEADERSHIP INTERVIEWS: Heather & Pete interviewed & recorded Police Chief Fred Ryan in his office. Gordon transcribed the recording using VoiceBase. Heather edited the recording and made a 900wd version for the Advocate (Ref 1). Gordon will submit to Advocate after Heather cuts it to 800 wds (which she did the next day). Larry agreed to go with Heather to interview the DPW Director, Mike Rademacher.

TOWN DAY: Gordon proposed a question and answer board with info from our Citizen Corner articles. There was general discussion of different board possibilities. This topic will be explored/settled at our June mtg.

PRIMER UPDATE: The lines of authority for the Comptroller & the Director of Assessments should be corrected. The Finance Department should be added. A chapter on Prop 2 ½ should be added.

LONG RANGE PLAN/OVERRIDE: Gordon led a discussion of his version of the Town's long range plan (Ref 2). He added a \$6m override in FY2020 and showed that it would last for 3 years using the usual projections that include annual revenue increases of 1% in State Aid, 0% in Free Cash after FY2020, 0% in Overlay Reserve Surplus, 1% Local Receipts, and 2% New Growth after FY2020. To do this, Gordon reentered the information from the online version to create a working spreadsheet, a heroic task for which the group expressed their thanks. He then modified the revenue assumptions to be less conservative and showed that a \$6m override could be made to last 4 yrs. (Ref 3, 4, 5). He supplied a graph of the override stabilization fund balance over the next few fiscal years to this result (Ref 7). Gordon drafted a letter to the Town Manager & Deputy Town Manager to explain this work (Ref 8). The group approved sending this material.

Next mtg June 21, 2018

Meetings monthly - 3rd Thursdays 7:30 PM - Usually in Senior Center

Ref 1 Interview w/ Chief Ryan 800word version

Ref 2 Low (Baseline) Long Range Financial Projection w/ \$6m override in FY2020

Ref 3 Medium Long Range Financial Projection w/ \$6m override in FY2020

Ref 4 High Long Range Financial Projection w/ \$6m override in FY2020

Ref 5 Uber Long Range Financial Projection w/ \$6m override in FY2020

Ref 6 Chart Override Stabilization Fund Balance FY18 through FY23

Ref 7 Letter FRTG to Town Manager, Deputy Town Manager & Select Board

[Thumbnail picture]

**What career path brought you here?**

When I was a senior at Arlington high school I had a law class taught by Mr. Feldman, and I was just fascinated by the class, loved the class, couldn't wait to get to the class, got straight As in the class, and when it was time to select a college major, I decided on Criminal Justice and the rest is history. After graduating college, I rose to the rank of Deputy Chief in Concord before being hired in Arlington nineteen years ago. I was born in Symmes Hospital, so coming back to your roots and being able to serve as the Chief of Police in your hometown is really a privilege.

**How do you describe your job?**

We solve problems. We solve problems and serve as community guardians. You know a lot of folks think from watching television that it's all about arresting bad guys and solving crimes. While we do do that from time to time, the overwhelming majority of my work and the work of our officers is being community care takers, that's really what we do.

**What aspect of your work has the greatest impact on the average resident?**

I think the work that we've done around mental health and substance abuse programming may have the greatest impact on the average resident. We were one of the first police departments in the Commonwealth to employ the use of a full-time clinician, a licensed social worker embedded in the police department, who co-responds with police officers to help people managing crises in their lives. We're taking a different approach from the old model of policing where a lot of folks would get arrested for a variety of low-end criminal issues, and we're managing those cases in a far more empathetic and sophisticated way. We're directing folks into the health care system rather than the criminal justice system. You'd be surprised how many families are impacted with behavioral health issues. In fact, we were just selected by the Council of State Government and the Bureau of Justice Assistance to be a national model learning site for other law enforcement agencies trying to implement mental health programs.

**What challenges do you face in managing your department budget?**

My assistant, Elena, and I manage the finances of the department and she's wonderful. She's on it. Because we run regular projections, we know at the beginning of every month where we're going to be at the end of the fiscal year, and then if necessary we can make adjustments so that we're on budget on June 30th.

**Describe a memorable moment.**

Procedural justice is an important concept in our department. In interactions with the public, our goal is to allow people to be heard, treated with dignity and respect, and offered explanations of why we're doing what we're doing. I remember watching one of our officers use a tactfully sound approach to

question a man who might have been involved in a crime. The man was very cooperative, and it quickly became apparent that this was not the guy. It was like somebody flipped the switch as the officer went from investigating to explaining – “Sir, the reason we stopped you is there was just a bank robbery and you fit the description of the robber.” – so the gentleman walked away feeling like he was in the canoe with us looking for a bad guy. It is rewarding to me to witness the positive outcomes that result from treating people well.

Being smart on crime involves taking a more holistic approach to addressing the root causes of problems in the community. Being tough on crime addresses the proximate causes. You arrest the bad guy who just broke the window and throw him in jail. But finding out what caused him to break the window? That’s being *smart* on crime

### **Describe Arlington.**

Arlington is a densely populated suburb of Boston, by many standards a small city. Yet the culture of the community and the fabric of the community maintain the New England small-town feel, where folks are known to one another. There is a high level of volunteerism and engagement in the community, which make it the ideal place to do community policing.

### **How do you spend your free time?**

I have two girls, seventeen and fourteen. My seventeen-year-old is an equestrian. She's been riding since she was six. It's her passion, and it has had a wonderful impact on her life. Our fourteen year old is a lacrosse player. She loves lacrosse, so every Sunday afternoon we're at a lacrosse game. If you asked my neighbors, they'd tell you that the balance of my free time is spent in the yard gardening.

		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	
REVENUE								
A.	State Aid	19,207,063	19,958,018	20,001,105	20,196,832	20,394,516	20,594,177	
		1,615,914	476,523	476,523	476,523	-	-	
B.	Local Receipts	9,071,000	9,171,000	9,271,000	9,371,000	9,471,000	9,571,000	
C.	Free Cash	4,850,566	4,593,375	2,901,145	2,901,145	2,901,145	2,901,145	
D.	Overlay Reserve Surplus	500,000	200,000	200,000	200,000	200,000	200,000	
E	Property Tax	117,255,201	123,772,451	132,997,516	136,459,348	139,933,602	143,536,049	
F								
TOTAL REVENUES		152,499,744	158,171,367	165,847,289	169,604,848	172,900,263	176,802,371	Revenues
	Override Stabilization Fund		2,585,628	2,057,399	5,387,779	9,307,118	13,046,496	Override Stabilization Fund
TOTAL EXPENDITURES		152,499,744	160,756,995	167,904,688	174,992,627	182,207,381	189,848,867	Expenditures
What If?			2,585,628	2,057,399	5,387,779	9,307,118	13,046,496	Override Stabilization Annual Usage
			2,585,628	4,643,027	10,030,806	19,337,924	32,384,420	Override Stabilization Cumulative
		23,353,303	20,767,675	18,710,276	13,322,497	4,015,379	(9,031,117)	Override Stabilization Balance
				6,000,000				Override
			8,257,251	7,147,693	7,087,939	7,214,754	7,641,486	Expenditure Growth
			6,517,250	3,225,065	3,461,832	3,474,254	3,602,447	Property tax increase/yr
			1,740,001	3,922,628	3,626,107	3,740,500	4,039,039	Structural deficit - Estimate
APPROPRIATIONS								
A. Operating Budgets								
School								
	General Education Costs	38,787,542	42,860,305	45,221,515	47,781,869	50,087,396	52,661,032	
	Special Education Costs	20,037,415	21,440,034	22,940,836	24,546,695	26,264,964	28,103,511	
	Kindergarten Fee/Offset	970,000	970,000	970,000	970,000	970,000	970,000	
	Growth Factor	1,133,528	831,980	944,542	611,750	792,828	665,584	
	Net School Budget	60,928,485	66,102,319	70,076,893	73,910,314	78,115,188	82,400,127	
Minuteman: Operating and Capital		4,291,333	4,936,724	5,109,509	5,288,342	5,473,434	5,665,004	
Town								
	Personnel Services	26,722,171	27,620,241	28,517,899	29,444,731	30,401,685	31,389,740	
	Expenses	10,314,386	10,595,129	10,939,471	11,295,004	11,662,092	12,041,110	
Less Offsets:	Enterprise Fund/Other	2,436,791	2,479,812	2,572,073	2,655,665	2,741,974	2,831,088	
	Net Town Budget	34,599,766	35,735,558	36,885,297	38,084,070	39,321,803	40,599,762	
	MWRA Debt Shift	5,593,112	5,593,112	5,593,112	5,593,112	5,593,112	5,593,112	
B. Capital budget								
	Exempt Debt Service	3,175,427	4,432,143	4,273,079	4,114,929	3,452,179	3,352,632	
	Non-Exempt Service	7,281,819	6,624,043	6,558,240	6,937,624	7,307,245	7,051,990	
	Cash	3,941,928	2,795,027	2,676,735	2,419,060	2,225,544	2,213,383	
	Offsets/Capital Carry Forward	(2,875,349)	(994,056)	(361,629)	(317,138)	(387,057)	(351,743)	
	Total Capital	11,523,825	12,857,157	13,146,425	13,154,475	12,597,911	12,266,262	
C.	Pensions	10,141,735	10,765,545	11,357,650	11,982,321	12,641,349	13,336,623	
D.	Insurance	17,239,561	17,159,100	18,236,212	19,311,408	20,482,783	21,694,587	
E.	State Assessments	3,240,429	3,341,106	3,423,233	3,507,412	3,593,697	3,682,138	
G.	Overlay Reserve	1,156,229	800,000	600,000	600,000	800,000	600,000	
H.	Reserve Fund	1,506,440	1,553,287	1,599,995	1,636,086	1,667,518	1,704,979	
I.	Court Judgments/Symmes	748,338	771,250	773,225	771,950	767,450	767,450	*
J.	Warrant Articles	1,319,355	1,153,137	1,103,137	1,153,137	1,103,137	1,153,137	*
K.	Override Stabilization Fund	211,136						
L	TOTAL APPROPRIATIONS	152,499,744	160,756,995	167,904,688	174,992,627	182,207,381	189,848,867	
BALANCE		152,499,744	160,768,295	167,904,688	174,992,627	182,207,382	189,463,181	
						1	(385,686)	Check

Ref 2

FY2020 Override + AHS Debt Exclusion

2019 Campaign > Provides backup (2020) should campaign fail

6M Override plus AHS > Override not required again until after AHS build complete (2023)

		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	
REVENUE								
A.	State Aid	19,207,063	19,958,018	20,556,759	21,122,069	21,650,121	22,137,249	***
		1,615,914	476,523	476,523	476,523	-	-	
B.	Local Receipts	9,071,000	10,200,000	10,000,000	9,800,000	9,600,000	9,400,000	***
C.	Free Cash	4,850,566	4,593,375	3,500,000	3,600,000	3,700,000	3,800,000	***
D.	Overlay Reserve Surplus	500,000	1,000,000	800,000	600,000	400,000	200,000	***
E	Property Tax	117,255,201	123,772,451	132,997,516	136,459,348	139,933,602	143,536,049	
F								
TOTAL REVENUES		152,499,744	160,000,367	168,330,798	172,057,940	175,283,723	179,073,298	Revenues
	Override Stabilization Fund		556,628	(426,110)	2,934,687	6,723,658	10,775,569	Override Stabilization Fund
TOTAL EXPENDITURES		152,499,744	160,556,995	167,904,688	174,992,627	182,007,381	189,848,867	Expenditures
What If?			556,628	(426,110)	2,934,687	6,723,658	10,775,569	Override Stabilization Annual Usage
			556,628	130,518	3,065,205	9,788,863	20,564,432	Override Stabilization Cumulative
		23,353,303	22,796,675	23,222,785	20,288,098	13,564,440	<b>2,788,871</b>	Override Stabilization Balance
				<b>6,000,000</b>				Override
			8,057,251	7,347,693	7,087,939	7,014,754	7,841,486	Expenditure Growth
			6,517,250	3,225,065	3,461,832	3,474,254	3,602,447	Property tax increase/yr
			1,540,001	4,122,628	3,626,107	3,540,500	4,239,039	Structural deficit - Estimate
APPROPRIATIONS								
A. Operating Budgets								
School								
	General Education Costs	38,787,542	42,860,305	45,221,515	47,781,869	50,087,396	52,661,032	
	Special Education Costs	20,037,415	21,440,034	22,940,836	24,546,695	26,264,964	28,103,511	
	Kindergarten Fee Offset	970,000	970,000	970,000	970,000	970,000	970,000	
	Growth Factor	1,133,528	831,980	944,542	611,750	792,828	665,584	
	Net School Budget	60,928,485	66,102,319	70,076,893	73,910,314	78,115,188	82,400,127	
Minuteman: Operating and Capital		4,291,333	4,936,724	5,109,509	5,288,342	5,473,434	5,665,004	
Town								
	Personnel Services	26,722,171	27,620,241	28,517,899	29,444,731	30,401,685	31,389,740	
	Expenses	10,314,386	10,595,129	10,939,471	11,295,004	11,662,092	12,041,110	
Less Offsets:	Enterprise Fund/Other	2,436,791	2,479,812	2,572,073	2,655,665	2,741,974	2,831,088	
	Net Town Budget	34,599,766	35,735,558	36,885,297	38,084,070	39,321,803	40,599,762	
	MWRA Debt Shift	5,593,112	5,593,112	5,593,112	5,593,112	5,593,112	5,593,112	
B. Capital budget								
	Exempt Debt Service	3,175,427	4,432,143	4,273,079	4,114,929	3,452,179	3,352,632	
	Non-Exempt Service	7,281,819	6,624,043	6,558,240	6,937,624	7,307,245	7,051,990	
	Cash	3,941,928	2,795,027	2,676,735	2,419,060	2,225,544	2,213,383	
	Offsets/Capital Carry Forward	(2,875,349)	(994,056)	(361,629)	(317,138)	(387,057)	(351,743)	
	Total Capital	11,523,825	12,857,157	13,146,425	13,154,475	12,597,911	12,266,262	
C.	Pensions	10,141,735	10,765,545	11,357,650	11,982,321	12,641,349	13,336,623	
D.	Insurance	17,239,561	17,159,100	18,236,212	19,311,408	20,482,783	21,694,587	
E.	State Assessments	3,240,429	3,341,106	3,423,233	3,507,412	3,593,697	3,682,138	
G.	Overlay Reserve	1,156,229	600,000	600,000	600,000	600,000	600,000	***
H.	Reserve Fund	1,506,440	1,553,287	1,599,995	1,636,086	1,667,518	1,704,979	
I.	Court Judgments/Symmes	748,338	771,250	773,225	771,950	767,450	767,450	*
J.	Warrant Articles	1,319,355	1,153,137	1,103,137	1,153,137	1,103,137	1,153,137	*
K.	Override Stabilization Fund	211,136						
L	TOTAL APPROPRIATIONS	152,499,744	160,556,995	167,904,688	174,992,627	182,007,381	189,848,867	
BALANCE		152,499,744	160,568,295	167,904,688	174,992,627	182,007,382	189,463,181	
						1	(385,686)	Check

Ref 3

FY2020 Override + AHS Debt Exclusion

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		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	
REVENUE								
A.	State Aid	19,207,063	19,958,018	20,556,759	21,122,069	21,650,121	22,137,249	***
		1,615,914	476,523	476,523	476,523	-	-	
B.	Local Receipts	9,071,000	10,200,000	10,000,000	9,800,000	9,600,000	9,400,000	***
C.	Free Cash	4,850,566	4,593,375	3,133,035	2,870,460	2,563,296	2,046,644	***
D.	Overlay Reserve Surplus	500,000	1,000,000	800,000	600,000	400,000	200,000	***
E	Property Tax	117,255,201	123,772,451	132,997,516	136,459,348	139,933,602	143,536,049	
F								
TOTAL REVENUES		152,499,744	160,000,367	167,963,833	171,328,400	174,147,019	177,319,942	Revenues
	Override Stabilization Fund		567,928	(793,075)	2,205,146	5,586,954	9,022,214	Override Stabilization Fund
TOTAL EXPENDITURES		152,499,744	160,568,295	167,170,758	173,533,547	179,733,973	186,342,156	Expenditures
What If?			567,928	(793,075)	2,205,146	5,586,954	9,022,214	Override Stabilization Annual Usage
			567,928	(225,147)	1,980,000	7,566,954	16,589,168	Override Stabilization Cumulative
		23,353,303	22,785,375	23,578,450	21,373,303	15,786,349	<b>6,764,135</b>	Override Stabilization Balance
				<b>6,000,000</b>				Override
			8,068,551	6,602,463	6,362,789	6,200,427	6,608,182	Expenditure Growth
			6,517,250	3,225,065	3,461,832	3,474,254	3,602,447	Property tax increase/yr
			1,551,301	3,377,398	2,900,957	2,726,173	3,005,736	Structural deficit - Estimate
APPROPRIATIONS								
A. Operating Budgets								
School								
	General Education Costs	38,787,542	42,860,305	45,221,515	47,781,869	50,087,396	52,661,032	
	Special Education Costs	20,037,415	21,440,034	22,940,836	24,546,695	26,264,964	28,103,511	
	Kindergarten Fee Offset	970,000	970,000	970,000	970,000	970,000	970,000	
	Growth Factor	1,133,528	831,980	944,542	611,750	792,828	665,584	
	Net School Budget	60,928,485	66,102,319	70,076,893	73,910,314	78,115,188	82,400,127	
Minuteman: Operating and Capital		4,291,333	4,936,724	5,109,509	5,288,342	5,473,434	5,665,004	
Town								
	Personnel Services	26,722,171	27,620,241	28,517,899	29,444,731	30,401,685	31,389,740	
	Expenses	10,314,386	10,595,129	10,939,471	11,295,004	11,662,092	12,041,110	
Less Offsets:	Enterprise Fund/Other	2,436,791	2,479,812	2,572,073	2,655,665	2,741,974	2,831,088	
	Net Town Budget	34,599,766	35,735,558	36,885,297	38,084,070	39,321,803	40,599,762	
	MWRA Debt Shift	5,593,112	5,593,112	5,593,112	5,593,112	5,593,112	5,593,112	
B. Capital budget								
	Exempt Debt Service	3,175,427	4,432,143	4,273,079	4,114,929	3,452,179	3,352,632	
	Non-Exempt Service	7,281,819	6,624,043	6,558,240	6,937,624	7,307,245	7,051,990	
	Cash	3,941,928	2,795,027	2,676,735	2,419,060	2,225,544	2,213,383	
	Offsets/Capital Carry Forward	(2,875,349)	(994,056)	(361,629)	(317,138)	(387,057)	(351,743)	
	Total Capital	11,523,825	12,857,157	13,146,425	13,154,475	12,597,911	12,266,262	
C.	Pensions	10,141,735	10,765,545	11,357,650	11,982,321	12,641,349	13,336,623	
D.	Insurance	17,239,561	17,159,100	17,502,282	17,852,328	18,209,374	18,573,562	***
E.	State Assessments	3,240,429	3,341,106	3,423,233	3,507,412	3,593,697	3,682,138	
G.	Overlay Reserve	1,156,229	600,000	600,000	600,000	600,000	600,000	***
H.	Reserve Fund	1,506,440	1,553,287	1,599,995	1,636,086	1,667,518	1,704,979	
I.	Court Judgments/Symmes	748,338	771,250	773,225	771,950	767,450	767,450	*
J.	Warrant Articles	1,319,355	1,153,137	1,103,137	1,153,137	1,103,137	1,153,137	*
K.	Override Stabilization Fund	211,136						
L	TOTAL APPROPRIATIONS	152,499,744	160,556,995	167,904,688	174,992,627	182,007,381	189,848,867	
BALANCE		152,499,744	160,568,295	167,170,758	173,533,547	179,733,973	186,342,156	***
			11,300	(733,930)	(1,459,080)	(2,273,408)	(3,506,711)	Check/Insurance differential

Ref 4

FY2020 Override + AHS Debt Exclusion

2019 Campaign > Provides backup (2020) should campaign fail

6M Override plus AHS > Override not required again until after AHS build complete (2023)

		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY2024	
REVENUE									
A.	State Aid	19,207,063	19,958,018	20,556,759	21,173,461	21,808,665	22,462,925	23,136,813	***
		1,615,914	476,523	476,523	476,523	-	-		
B.	Local Receipts	9,071,000	10,200,000	10,200,000	10,200,000	10,200,000	10,200,000	10,200,000	***
C.	Free Cash	4,850,566	4,593,375	3,133,035	2,770,460	2,363,296	1,746,644	795,464	***
D.	Overlay Reserve Surplus	500,000	1,000,000	900,000	800,000	700,000	600,000	500,000	***
E	Property Tax	117,255,201	123,772,451	132,997,516	136,459,348	139,933,602	143,536,049	147,124,450	
F									
TOTAL REVENUES		152,499,744	160,000,367	168,263,833	171,879,792	175,005,563	178,545,618	181,756,727	Revenues
	Override Stabilization Fund		567,928	(1,093,075)	1,653,755	4,728,410	7,796,537	12,192,930	Override Stabilization Fund
TOTAL EXPENDITURES		152,499,744	160,568,295	167,170,758	173,533,547	179,733,973	186,342,156	193,949,657	Expenditures
What If?			567,928	(1,093,075)	1,653,755	4,728,410	7,796,537	12,192,930	Override Stabilization Annual Usage
			567,928	(525,147)	1,128,608	5,857,018	13,653,555	25,846,485	Override Stabilization Cumulative
		23,353,303	22,785,375	23,878,450	22,224,695	17,496,285	9,699,748	(2,493,182)	Override Stabilization Balance
				6,000,000					Override
			8,068,551	6,602,463	6,362,789	6,200,427	6,608,182	7,607,502	Expenditure Growth
			6,517,250	3,225,065	3,461,832	3,474,254	3,602,447	3,588,401	Property tax increase/yr
			1,551,301	3,377,398	2,900,957	2,726,173	3,005,736	4,019,100	Structural deficit - Estimate
APPROPRIATIONS									
A. Operating Budgets									
School									
	General Education Costs	38,787,542	42,860,305	45,221,515	47,781,869	50,087,396	52,661,032	55,366,909	1.051382907
	Special Education Costs	20,037,415	21,440,034	22,940,836	24,546,695	26,264,964	28,103,511	30,070,756	1.069999982
	Kindergarten Fee Offset	970,000	970,000	970,000	970,000	970,000	970,000	970,000	
	Growth Factor	1,133,528	831,980	944,542	611,750	792,828	665,584	690,054	690,054
	Net School Budget	60,928,485	66,102,319	70,076,893	73,910,314	78,115,188	82,400,127	87,097,719	
Minuteman: Operating and Capital		4,291,333	4,936,724	5,109,509	5,288,342	5,473,434	5,665,004	5,863,278.94	1.034999965
Town									
	Personnel Services	26,722,171	27,620,241	28,517,899	29,444,731	30,401,685	31,389,740	32,409,907	1.032500008
	Expenses	10,314,386	10,595,129	10,939,471	11,295,004	11,662,092	12,041,110	12,432,446	1.032500001
Less Offsets:	Enterprise Fund/Other	2,436,791	2,479,812	2,572,073	2,655,665	2,741,974	2,831,088	(2,923,098)	1.032499943
	Net Town Budget	34,599,766	35,735,558	36,885,297	38,084,070	39,321,803	40,599,762	41,919,255	
	MWRA Debt Shift	5,593,112	5,593,112	5,593,112	5,593,112	5,593,112	5,593,112	5,593,112	
B. Capital budget									
	Exempt Debt Service	3,175,427	4,432,143	4,273,079	4,114,929	3,452,179	3,352,632	3,352,632	
	Non-Exempt Service	7,281,819	6,624,043	6,558,240	6,937,624	7,307,245	7,051,990	7,051,990	
	Cash	3,941,928	2,795,027	2,676,735	2,419,060	2,225,544	2,213,383	2,213,383	
	Offsets/Capital Carry Forward	(2,875,349)	(994,056)	(361,629)	(317,138)	(387,057)	(351,743)	(351,743)	
	Total Capital	11,523,825	12,857,157	13,146,425	13,154,475	12,597,911	12,266,262	12,618,005	
C.	Pensions	10,141,735	10,765,545	11,357,650	11,982,321	12,641,349	13,336,623	14,070,137	1.054999985
D.	Insurance	17,239,561	17,159,100	17,502,282	17,852,328	18,209,374	18,573,562	18,945,033	***
E.	State Assessments	3,240,429	3,341,106	3,423,233	3,507,412	3,593,697	3,682,138	3,594,416	3,594,415.67
G.	Overlay Reserve	1,156,229	600,000	600,000	600,000	600,000	600,000	600,000	***
H.	Reserve Fund	1,506,440	1,553,287	1,599,995	1,636,086	1,667,518	1,704,979	1,743,282	1.022465125
I.	Court Judgments/Symmes	748,338	771,250	773,225	771,950	767,450	767,450	768,950	768,950.00
J.	Warrant Articles	1,319,355	1,153,137	1,103,137	1,153,137	1,103,137	1,153,137	1,136,470	1,136,470.33
K.	Override Stabilization Fund	211,136							
L	TOTAL APPROPRIATIONS	152,499,744	160,556,995	167,904,688	174,992,627	182,007,381	189,848,867	193,949,657	
BALANCE		152,499,744	160,568,295	167,170,758	173,533,547	179,733,973	186,342,156	193,949,657	***
			11,300	(733,930)	(1,459,080)	(2,273,408)	(3,506,711)	(5,409,071.03)	Check/Insurance differential
							154%		

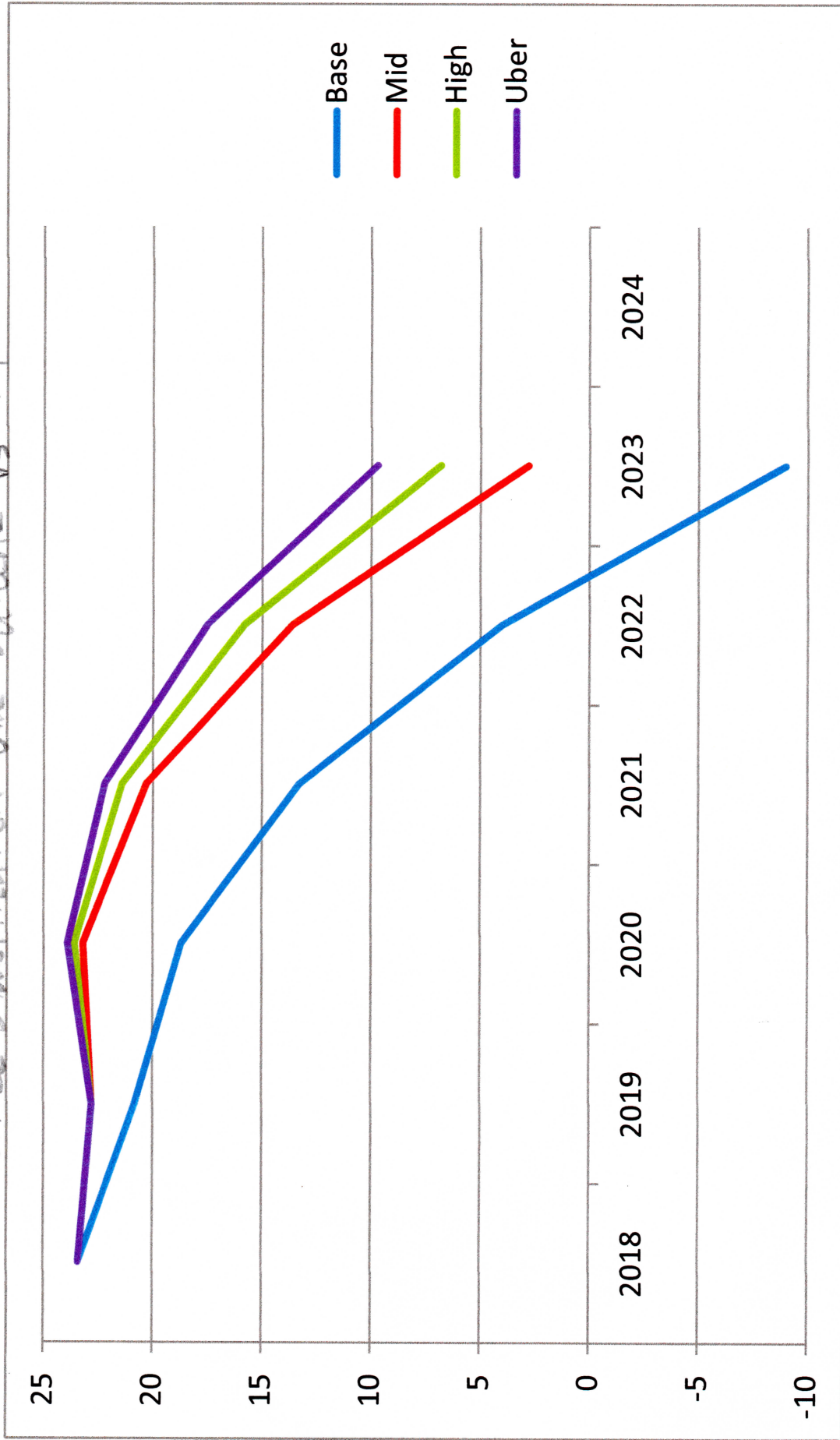
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FY2020 Override + AHS Debt Exclusion

2019 Campaign > Provides backup (2020) should campaign fail

6M Override plus AHS > Override not required again until after AHS build complete (2023)

Override Stabilization Fund Balance vs FY





To: Adam Chapdelaine, Sandy Pooler and Arlington's Select Board

From: Vision 2020/Envision Arlington Fiscal Resources Task Group

Date: May 17, 2018

RE: Override Scenarios

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Our group recently reviewed a series of data relating to the Town's long range financial projections.

Key items reviewed included: State aid, Local Receipts, Overlay Reserve/Surplus, Free Cash and Insurance Expenditures. We would like to thank you for making available (directly or online) essentially all of the information we reviewed.

Based upon this review we present the attached Low, Medium, High and Uber Town financial scenarios for your consideration. Key difference in these scenarios from those currently in use is our use of higher revenue projections in the first year after the current budget year versus immediately assuming conservative values. In subsequent years those values are then decreased on a sliding scale to account for future financial uncertainty.

Low: Manager's baseline model (finance committee report to town meeting) plus 6M override

Medium: Added the following adjustments: State aid 3% with sliding decreasing scale going forward; Increased local receipts again with sliding decreasing scale going forward; Increased free cash (5yr average with correction for impact of increased local receipts on free cash); Increased overlay surplus with decreasing sliding scale going forward; Overlay reserve flat (600K).

High: Medium plus: Reduced Insurance budget increase to 2% per year; Corrected for the impact on free cash

Uber: Uber optimistic scenario presents what happens if positive economic conditions continue to hold.

Note: We did not attempt to revise/update base assumptions employed for new growth during our analysis.

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Scenario results:

Low + 6M: Three year override scenario; Fourth year override stabilization fund balance: (\$9.0M) Negative

Medium + 6M: Four year override scenario; Fourth year override stabilization fund balance: \$2.8M Positive

High + 6M: Four year override scenario; Fourth year override stabilization fund balance: \$6.7M Positive

Uber + 6M: Four year override scenario; Fourth year override stabilization fund balance: \$9.7M Positive

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We hope that you find these materials of use and would be happy to discuss them in greater detail.